

DD/S REGISTRY
FILE *Training 3*

3 December 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Problem Solving Seminars

1. The DD/S Staff discussed the results of the first three Problem Solving Seminars in the DD/S Conference Room on 1 December 1969. The group agreed that all of the seminar groups had dealt with their problems comprehensively. Many of the recommendations are being treated in the day-to-day activities of the Support components, but the Staff decided to focus on some of the principal points in each of the reports for specific action.

2. The first Problem Solving Seminar recommended that a Directorate Resources Allocation Board be established to evaluate requests for significant increases in Support operations and to recommend priorities for the allocation of resources to meet them. Opinion among the Offices was divided as regards the merit of this recommendation, with opposing points of view being supported by sound arguments. The DD/S Staff agreed that the idea had enough merit to give it a try. The concept seems valid and the group felt it should be approved in principle with the suggestion that it be initially composed of the Deputy Directors of each of the Support Offices under the chairmanship of the Assistant Deputy Director for Support. The Staff suggested that the Board be activated experimentally and that it take as its first order of business the examination of the items enumerated in the memorandum from the Executive Director-Comptroller dealing with the subject of personnel reductions. The Board could use study teams to provide support in studying particular problems on the list; and if this works, it may be reasonable to continue the Board activities over a longer period of time.

25X1 3. The second Seminar dealt with the problem of developing Support generalists
25X1 for executive and management positions, with a scheme of inter-Office assignments as a means of accomplishing that objective. The second Seminar recommended the appointment of a project manager and a board or panel to develop and administer such a system. The DD/S Staff agreed that the recommendation is worth further study and consideration. [] a Personnel careerist returning to duty 8 December 1969, will be available to work with [] to develop a detailed plan showing how an overall system for accomplishing inter-Office assignments might work. As a point of departure, it was agreed that Support Offices should be asked to identify positions

25X1 in their components which might lend themselves to rotational assignments. In addition, Offices should begin thinking about and identifying people in their Career Services whom they would recommend for development via the rotational assignment route. [] under the overall guidance of the DD/S Career Management Officer, would work with the Career Management Officers in each Office to collect the information, make up a tentative rotational schedule and submit it to the DD/S with the overall plan for the system before any action is taken to implement it.

4. The third Problem Solving Seminar group was asked to define what kind of midcareer training should be given to employees who are not selected for the Midcareer Executive Development Course. The general sense of the report of this group, as well as the comments of the individual Support Offices, seem to support the idea that the whole question of midcareer training, its objectives and what we are trying to achieve, should be re-examined and clearly stated. Alternative courses of action should be set forth and examined and recommendations presented stating what can and should be done. The DD/S Staff agreed that the report of the third Problem Solving Seminar should be given to the Office of Training with a request that the entire concept of midcareer training, and in particular the Midcareer Executive Development Course, be re-evaluated.

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Acting Executive Officer to the
Deputy Director for Support

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A-EO-DD/S:RHW:bkf []

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